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# BUSINESS OWNERSHIP FOR WOMEN

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REPORT 1986-1987



ONTARIO MINISTRY OF INDUSTRY, TRADE AND TECHNOLOGY

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The Business Ownership for Women (BOW) program was announced in London, Ontario, in September, 1985, by the Hon. Hugh P. O'Neil, Minister of Industry, Trade and Technology, and the Hon. Ian Scott, Minister Responsible for Women's Issues. Its development was a co-operative effort between the Small Business Branch of the Ministry of Industry, Trade and Technology (MITT) and the Ontario Women's Directorate.

The BOW program has been designed to highlight entrepreneurship as a career path for women seeking alternatives to traditional employment and to support the growth of small businesses owned by women. Between September, 1985, and December, 1986, five major conferences and 21 evening seminars were held throughout Ontario, attracting a total audience of about 3,500 women. Of these attendees, an estimated 400 have gone on to start their own small businesses.

In co-operation with the  
Ontario Women's Directorate

**MINISTRY OF INDUSTRY,  
TRADE AND  
TECHNOLOGY**



Province of Ontario  
Queen's Park  
Toronto, Canada  
M7A 2E1

# DEVELOPING BUSINESS OWNERSHIP FOR WOMEN



Societal and educational patterning have tended to restrict the employment options available to women. In addition, recent technological advancements and adverse economic conditions have resulted in fewer jobs being available in the traditional areas of employment. In 1984, the Ontario's Women's Directorate and MITT's Small Business Branch established common ground in recognizing an opportunity to break traditional employment patterns and offer access to business ownership as a realistic career alternative for women.

Surveys of new business registrants at the Ministry of Consumer and Commercial Relations in 1984 indicated that women as a distinct group registered only 23 percent of new businesses. Further analysis of the survey data showed that a large share of women entrepreneurs limited their operations to "self-employment" and were hesitant and unsure of how to turn their entrepreneurial talent into a business owner's role. Of all the registrants surveyed, only 6.7 percent were women intending to hire employees. It was clear that there was a need to both increase the number of women starting small businesses and encourage women to expand their businesses from self-employment to employing other people.

At the time, there were many educational programs for potential and existing business owners. Traditional public- and private-sector programs, however, were oriented toward male audiences. Evidence indicated that existing program environments were perceived as intimidating to some women and that they did not address the individual realities faced by all women considering business ownership.

In reviewing Small Business Branch programs during 1984, it became apparent that increasing the participation of women in business ownership would offer them an opportunity to improve their economic status as well as strengthen the small business sector. At the same time, the Ontario Women's Directorate was examining all provincial government programs

for potential initiatives that would reduce women's dependence on traditional areas of employment.

On the basis of this research, the Ontario Women's Directorate identified the need for a unique program of assistance to women either established as business owners or considering business start-up. The Ministry of Industry, Trade and Technology undertook responsibility for developing the strategy and implementation of the program.

## STRATEGY

To develop a program strategy, an informal but intensive series of meetings was held with women from outside the government — representatives of women's associations, consultants to small business, and entrepreneurs. This consultation identified appropriate roles for government action. A number of ideas came to the forefront:

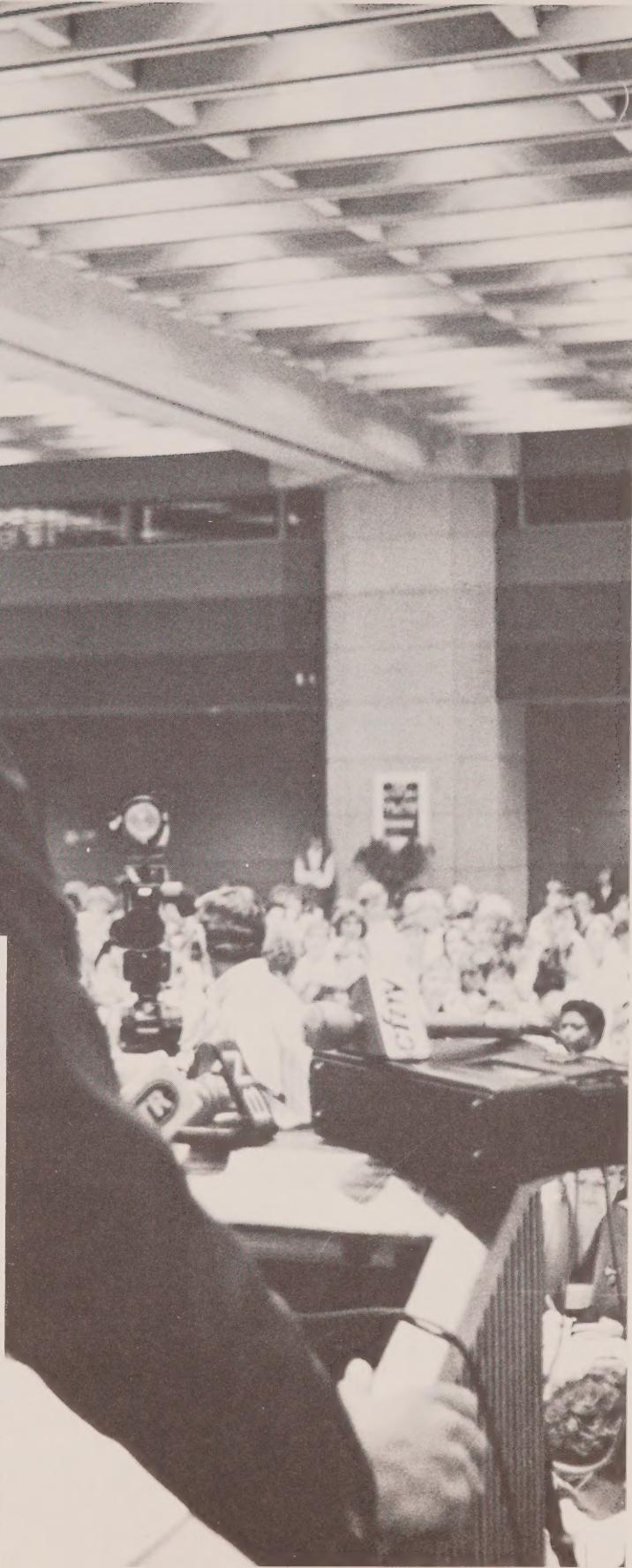
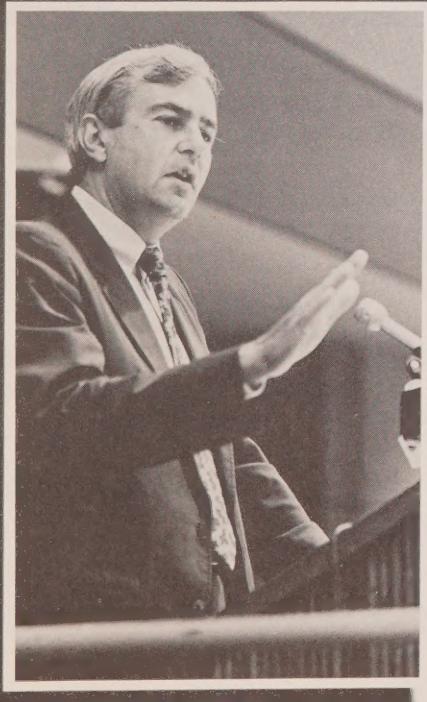
- The consensus was that special government handouts would only isolate women entrepreneurs from the mainstream.
- There was recognition of the importance of the government's role as a provider of information and a catalyst in bringing owners and expert advisors together.
- There was a suggestion that the government should look at working with women's organizations to deliver mutual support and practical business training to women business owners.
- There could be a role for the government in facilitating better venture-capital vehicles, especially for non-manufacturing businesses.
- There was a perception by many women of a negative attitude by bankers and technical contacts, such as equipment suppliers, toward their venture.
- Few young women had the business owner role in view as a possible career path.

## ACTION PLAN

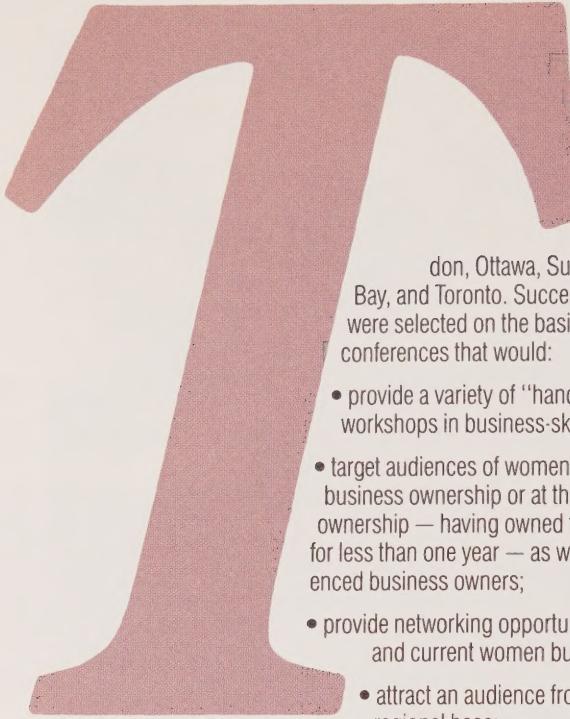
As a result of these consultations, the Business Ownership for Women program was implemented, with four key components.

### 1. Business Ownership for Women Conferences

A series of BOW conferences was organized in selected Ontario communities. These had several purposes: to draw attention to entrepreneurship as a career alternative for women, provide unique educational opportunities in business management, and establish local organizations dedicated to women entrepreneurs or support organizations already established.



Premier David Peterson was a keynote speaker at the Business Ownership for Women Conference '86 in Toronto. His encouraging remarks about the potential for women entrepreneurs in the Ontario economy were enthusiastically received.



o support these conferences, a Conference Incentive Fund was established and proposals were solicited from local groups in Lon-

don, Ottawa, Sudbury, Thunder Bay, and Toronto. Successful applicants were selected on the basis of proposals for conferences that would:

- provide a variety of "hands-on," practical workshops in business-skills training;
- target audiences of women considering business ownership or at the entry level of ownership — having owned their businesses for less than one year — as well as experienced business owners;
- provide networking opportunities for potential and current women business owners;
- attract an audience from a wide regional base;
- increase community awareness of the participation of women business owners in the economy;
- generate revenues from registration fees and/or corporate sponsors for use in ongoing activities.

## 2. Specialized Seminars

A series of province-wide BOW Starting a Small Business seminars was designed to focus on some of the special concerns women have as well as the critical elements common to all those starting a new business.

For each of the free evening seminars, a local co-sponsor would be sought — preferably a women's organization with an interest in entrepreneurship for women, the Chamber of Com-

merce, or the public library. Involvement of the co-sponsor would introduce women to the availability of local resources.

Women consultants and business owners would be contracted to present the main body of the seminar, followed by local women entrepreneurs volunteering their personal experiences in business. After the presentations, a question-and-answer session would be held, with a panel of the guest speakers, ministry and local co-sponsor representatives. By the end of the evening, participants would have:

- been offered advice and direction on developing a business plan, researching their market, using professionals, and approaching lenders;
- listened to enthusiastic and encouraging role models who understand a potential woman entrepreneur's fears and aspirations;
- learned what government services are available to small business owners;
- been introduced to a local business-oriented group that might assist with information and networking;
- been given MITT publications of interest to a potential small business owner.

The seminars would be promoted throughout a community by means of posters, brochures, media coverage, and the efforts of the local co-sponsor.

## 3. Increased Profile of Women's Entrepreneurship

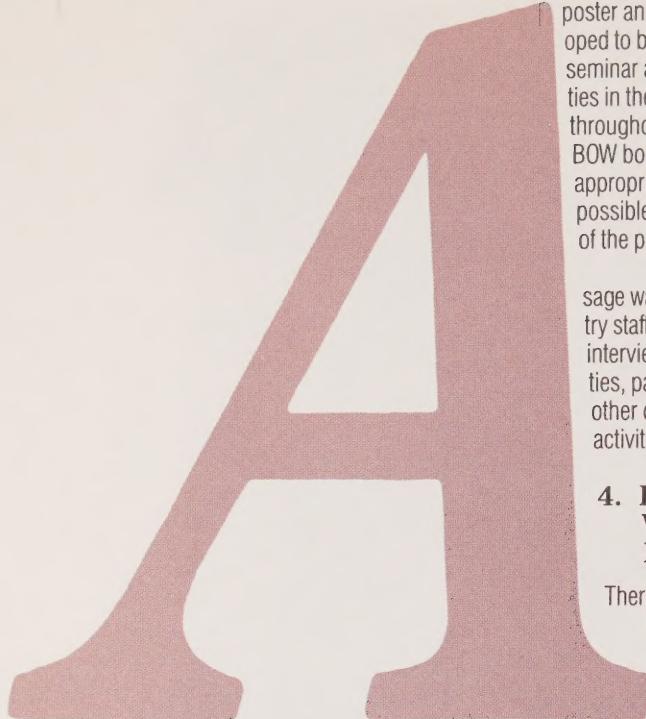
The reason for defining this as a separate component of the program is that it is vital to have community awareness as well as self-awareness of entrepreneurship as a career path.

Without going the route of a full-blown paid advertising campaign, a multifaceted approach was developed. Internally, a number of things were done, such as ensuring that:

- Small Business Branch publications were using non-sexist language and both men's and women's experiences as examples;
- women entrepreneurs were included in the "Open Doors" program operated by the Ontario Women's Directorate, whereby women in non-traditional fields visit schools for career-day activities for grades 7 and 8;
- all staff of the 18 Ministry of Industry, Trade and Technology field offices were aware of the goals of the BOW program and sensitized to the needs of women entrepreneurs in their areas.



Sydney Patterson is the owner of Jabberwocky in Kingston. She attended a Business Ownership for Women evening seminar in March '86 with her business plans at a preliminary stage. With Ministry guidance plus a lot of personal research and planning, she now owns this unique gift and craft shop.



poster and a brochure were developed to broadly publicize the seminar and conference activities in the various communities throughout the province, and BOW booths were displayed at appropriate trade shows where possible, to increase awareness of the program and its goals.

The program's message was also spread by ministry staff participating in media interviews, conference activities, panel discussions, and other community-based activities.

#### **4. Data Base of Women Entrepreneurs**

There was little research information available on women entrepreneurs, so all the participants in each

Business Ownership for Women activity were asked to fill out a ministry form, making it possible to develop a data base.

### **RESULTS OF YEAR ONE**

#### **Business Ownership for Women Conferences**

In each of five Ontario cities a women's organization hosted a major Business Ownership for Women Conference for women entrepreneurs. A total of 1,500 would-be and experienced entrepreneurs shared the excitement of these events.

The conferences provided women with a comfortable environment in which to ask questions, make business and personal contacts, and be exposed to high-profile keynote speakers who taught, motivated, and entertained.

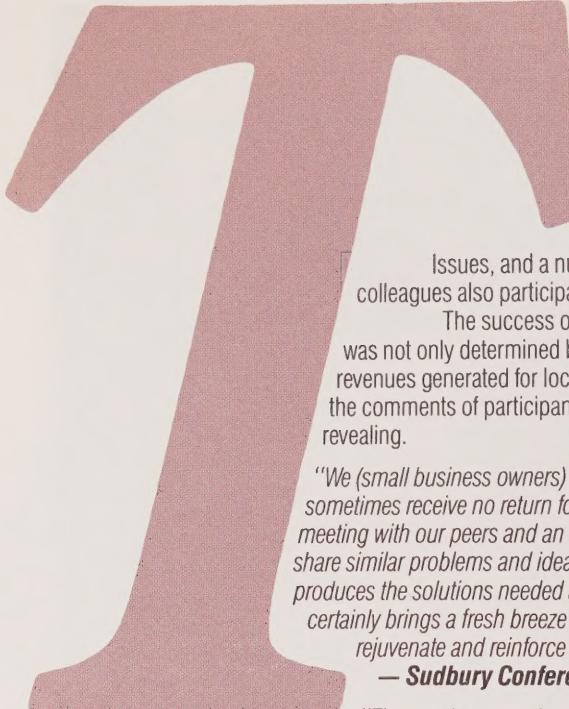
Among the speakers were:

- Marilyn Brooks, one of Canada's top designers;
- Dian Cohen, president of Cohen, Couture Associates, an economic communications consulting firm;
- George A. Cohen, president and chief executive officer of McDonald's Restaurants of Canada Limited;
- The Hon. Judy Erola, former federal member of parliament and cabinet minister in a number of portfolios;
- Karen Fraser, president of Women Like Me, which publishes The Women's Business and Networking Directory;
- Linda Lundstrom, president of Linda Lundstrom Ltd., a fashion design and manufacturing firm;
- Marnie Keith-Murray, consultant with Gerry Baker and Associates Ltd. and an authority on networking in Canada;
- Alasdair McKichan, president of the Retail Council of Canada;
- Suzanne Slattery, an educator and seminar leader for corporate, government, and health-care organizations;
- Harold Taylor, president of the Time Management Consultants Inc.

<b>City</b>	<b>Host Organization</b>	<b>Registered Attendance</b>	<b>Registration Fees</b>
London	Women's Initiatives for Successful Entrepreneurship	153	Full conference \$80
Sudbury	Women Entrepreneurs' Committee, a sub-committee of the Sudbury Business and Professional Women's Club	153	Full conference \$80
Ottawa	Women's Business Network Association of Ottawa	398	Full conference \$80 Dinner event only \$50
Thunder Bay	Women Business Owners Organization of Northwestern Ontario	98	Full conference \$65
Toronto	Canadian Association of Women Executives and Entrepreneurs	607	Full conference \$125 Day one only \$60 Day two only \$90



Marjorie Agnew and Beth Royle are co-owners of The Main Course in North Toronto. They attended the Business Ownership for Women Conference '86 in Toronto. They valued the opportunity to learn and share experiences with other successful women entrepreneurs at this event.



he premier of Ontario, the minister of Industry, Trade and Technology, the minister Responsible for Women's

Issues, and a number of their colleagues also participated.

The success of these events was not only determined by the amount of revenues generated for local organizations; the comments of participants themselves are revealing.

*"We (small business owners) work so hard and sometimes receive no return for all our effort. A meeting with our peers and an opportunity to share similar problems and ideas sometimes produces the solutions needed and most certainly brings a fresh breeze home with us to rejuvenate and reinforce our efforts."*

— Sudbury Conference participant

*"The speakers were inspiring, the workshops were informative, and the organization of the entire conference was very well planned and appreciated."*

— London Conference participant

*"As a result of networking among other business owners, (I) was able to follow up and fulfill five contracts."*

— Ottawa Conference participant

*"Excellently organized — very educational — good cross section of subjects."*

— Toronto Conference participant

As well as the immediate benefits that the conferences provided to the participants, there were additional results that should not be overlooked. An active, cohesive group of women was formed or strengthened in each case while organizing the event. In addition, the people attending the conferences showed an enthusiasm for participating in further events. Their responses to questionnaires were evaluated, making it possible to determine specific activities and services they would be interested in as a follow-up to the conferences.

Some of the activities organized as a direct result of the conferences were the following:

- A series of one-day seminars for the small business owner was held in London, dealing with marketing, finance and accounting, and developing the business plan.
- A conference in Sudbury, called "Never Follow the Crowd," focussed on the secret to successful marketing, selling and motivation.
- In Ottawa, a seminar on human resource management, titled "Marketing People Power," was offered.
- Evening seminars in locations in the north-western region of Ontario have been held for potential women business owners.
- In Toronto, a regular newsletter is produced featuring articles on people, events, issues and information for women executives and entrepreneurs.

### **Business Ownership for Women Seminars — Starting a Small Business**

Almost 2,000 women participated in the first series of 21 seminars, the first in Sarnia on October 28, 1985, and the final one in Waterloo on December 2, 1986.

Four main categories of people usually attended. In the first category were women who had been considering starting a business and were seeking advice on how to go about researching and preparing a business plan. Also attending were women who were just about to start and were looking for last-minute advice as well as business contacts. The third group was made up of women who had already begun their operation and wanted to confirm their ideas and research and explore new horizons. The final, very small group consisted of men — who were there for any of the reasons already mentioned or were accompanying their potential business partners.

The local women entrepreneurs who made presentations at the seminars were not usually polished speakers, but they were invariably enthusiastic motivators who had a tremendous rapport with the audience. They were generous with their advice and support for women entrepreneurs.

The local media showed a great deal of interest in the seminars. Frequently, following a seminar, articles appeared highlighting the entrepreneurial interest of women in the community.



Michelle Trudeau is the franchise owner of The Frame Maker, North Bay. She attended the Business Ownership for Women Conference '86 in Sudbury, shared ideas with her peers and returned to her business "feeling rejuvenated".

**W**ear two of the Business Ownership for Women program activities has been structured to ensure continuing support for the high level of services, activities, interest and awareness generated by the original series of events. In addition, events have been organized for areas of the province not touched in the program's first year of operation.

To expand the program's geographic coverage, the Ministry of Industry, Trade and Technology co-sponsored conferences in two communities in 1987. One, held in Kingston on April 23 and 24, was sponsored by the Lime-stone Club Business and Professional Communicators, with 196 people attending. The other conference took place in Sault Ste. Marie on May 22, 23 and 24, with an attendance of 160. The sponsor was Women on the Move—Algoma Networking, Inc. In addition, the BOW seminar series has been expanded to ensure that more women throughout Ontario can access the program.

With seven organizations now affiliated with the BOW program, an important new element is the bonding of this Ontario-wide network; this aspect is being explored and developed in our second year.

As the program affiliates and activities expand, so does MITT's data base of women entrepreneurs in Ontario, providing a reliable source of information. Using this data base, the ministry intends to develop and conduct a survey to explore attitudes, issues and resource needs of women entrepreneurs during this phase of the program.

From its inception, the goal of the BOW program has been to enhance the opportunities and economic growth of women business owners. The future focus of the program is to refine, rather than change, the role the ministry will play in minimizing the risks and maximizing the rewards of business ownership for women.

## A LOOK AT YEAR TWO

**BUSINESS REPLY MAIL**

No postage stamp  
necessary if mailed  
in Canada.



Postage will be paid by

Small Business Branch  
Ministry of Industry,  
Trade and Technology  
Business Ownership for Women  
7th Floor, Hearst Block  
900 Bay Street  
Toronto, Ontario  
M7A 9Z9

For an information kit on Business Ownership for Women activities or other ministry Small Business programs, please fill in and return this postage paid card. Or call toll free: 1-800-387-6142.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Code \_\_\_\_\_

Code Postal

Ville

Adresse

Nom

affranchie ou appeler sans frais le 1-800-387-6142.

Pour recevoir la documentation sur les activités du programme pour les femmes propriétaires d'entreprise ou sur d'autres programmes de la Direction des petites entreprises, veuillez indiquer vos nom et adresse et nous renvoyer cette carte déjà

M7A 9Z9

Toronto (Ontario)

900, rue Bay

Edifice Hearst, 7<sup>e</sup> étage

Les Femmes Propriétaires d'Entreprise

Ministère de l'Industrie, du Commerce

et de la Technologie

Département des Petites Entreprises

Carte affranchie par



## EN BREF, L'AN DEUX,

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sortie "avec des  
déclare en être res-  
ticipants. Elle  
avec les autres par-  
échanger des idées  
Sudbury où elle a pu  
conférence de  
est venue à la  
North Bay. Elle  
Frame Maker de  
franchiseuse, The  
d'une entreprise  
est propriétaire  
Michelle Trudeau





réussi.  
d'affaires qui ont  
d'autres femmes  
expériences avec  
de discuter de leurs  
connaisances et  
d'élargir leurs  
l'occasion qui leur  
Elles ont apprécié  
rence de Toronto.  
ont été à la confé-  
Marjorie et Beth  
le nord de Toronto.  
Main Course dans  
propriétaires de  
Beth Royle sont  
Marjorie Agnew et



Ville	Organisation-hôte	Assistance officielle	Droits d'inscription	Nombre de participants	Coût par personne	Coût total	Source de financement
London	Women's Initiatives for Successful Entrepreneurship	Comité des femmes	Conférence 80 \$	153	Conférence 80 \$	12 240 \$	Sudbury
Sudbury	entrepreneurs, un sous-comité du Business and Professional Women's Club de Sudbury	Comité des femmes	Conférence 80 \$	153	Conférence 80 \$	12 240 \$	Ottawa
Ottawa	Women's Business Network Association of Ottawa	Conférence 80 \$	Super-causette 50 \$	398	Conférence 80 \$	31 840 \$	Thunder Bay
Thunder Bay	Women Business Owners Organization of Northwestern Ontario	Conférence 65 \$	Super-causette 50 \$	98	Conférence 65 \$	6 370 \$	Toronto
Toronto	Canadian Association of Entrepreneurs	Conférence 125 \$	Jour 60 \$ Jour 90 \$	607	Conférence 125 \$	75 850 \$	

Résultats de la première année  
Conférences sur les femmes propriétaires d'entreprises  
Dans les plus grandes villes naturelles choisies, ce sont des organisations de femmes qui ont accueilli les grandes conférences pour les femmes entre-  
preneurs. Au total 1 500 femmes chefs d'entreprise.

#### **R**esultats de la première année

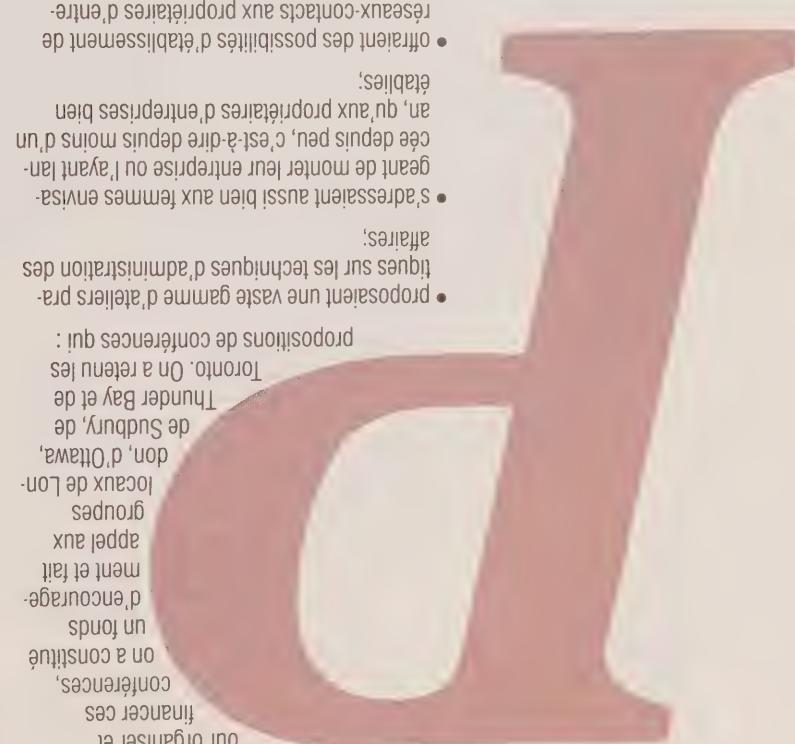
- Alasdair McKichan, président du Conseil canadien du commerce et détaillant
- Suzanne Slattery, éducatrice et directrice de la santé, nismes gouvernementaux et les organismes seminaires pour les entreprises, les organisations
- Harold Taylor, président de Time Management Consultants Inc.
- Out également participe aux conférences les pré-ministre du Commerce et de la Condition féminine et d'autres responsables gouvernementaux.

#### M. Base de données sur les femmes entrepreneurs

- Marilyn Brooks, l'une des plus grandes créas, triées de mode canadiennes,
  - Dian Cohen, présidente de Cohen, Culture et Associaties, cabinet de conjoncturistes et d'ex-pets en communiqués;
  - George A. Cohen, président et directeur général des Restaurants McDonald du Canada
  - Judy Erola, ancienne députée fédérale et plusieurs fois ministre;
  - Karen Fraser, présidente de Women Like Me, maison publiant deux revues: Women's Busi-ness et Networking Directory;
  - Linda Lundstrom, présidente de Linda Lund-strom Ltd., maison de création et de conférence à ces collègues passionnats.
  - Marilie Keltch-Murray, experte-conseil de Ger-ry Baker and Associates Ltd. qui fait autorité dans le secteur des expérimentees et potentielles ou n'ont pas participé au commerce : Voir ci-dessous.

Sydney Patterson est probablement la dernière représentante de l'art naïf à avoir connu une certaine notoriété dans les années 1980. Née en 1927 à Jabbawocky à Kingston, elle a participé à un spectacle en mars 1986, une ébauche prise en poche. Grâce à l'aide du ministère, à ses recherches et à sa planification per- sonnelle, elle est devenue propriétaire d'un magasin d'artisanat.





### B. Promotion de l'esprit



- mesures pour assurer que les brochures de la Direction des Petites entreprises de la Direction des Petites entreprises entrent dans la langue non sexiste et client autant d'expériences d'hommes que de femmes.
- prises utilisent une langue non sexiste et client autant d'expériences d'hommes que de femmes.
- les femmes chefs d'entreprise participent au programme "Portes Ouvertes", de la Direction générale de la condition féminine, dans le cadre duquel des femmes exerçant des métiers non traditionnels vont visiter les écoles lors de journées d'orientation organisées pour les élèves de 7<sup>e</sup> et de 8<sup>e</sup> année;
- tous les membres du personnel des 18 bureaux régionaux du ministère de l'Industrie, du Commerce et de la Technologie connaît, sent les objectifs du programme pour les femmes propriétaires d'entreprise et connaît les besoins des femmes entrepreneurs devant les défis de l'entreprise et comprend.

- La promotion de l'esprit d'entreprise chez les femmes constitue un élément distinctif du pro-gramme parce qu'il est essentiel d'intéresser non seulement la population mais également les hommes pour assurer que :  
Sans aller jusqu'à lancer une vaste campagne de publicité financée par les fonds publics, le ministère peut fixer une perspective multidiplinaire. Il a pris un certain nombre de mesures pour s'assurer que :  
• les brochures de la Direction des Petites entre-prises utilisent une langue non sexiste et ciblent les hommes ;  
• les femmes chefs d'entreprise participent au programme "Portes ouvertes", de la Direction générale de la condition féminine, dans le cadre duquel des femmes exerçant des métiers non traditionnels vont visiter les écoles lors de journées d'orientation organisées pour les élèves de 7<sup>e</sup> et de 8<sup>e</sup> année ;  
• toutes les membres du personnel des 18 bureaux régionaux du ministère de l'Industrie, du Commerce et de la Technologie connais- sent les objectifs du programme pour les femmes propriétaires d'entreprise et comprendre les besoins des femmes entrepreneurs.

2. Séminaires spécialisés

enthousiasme.  
accueillies avec  
ont accueilli une forte  
neurs à l'économie  
femmes entrepreneurs  
possibilité des  
sur la contribution  
encouragées  
Ses recommandations  
Toronto en 1986.  
qui s'est tenue à  
taires d'entreprises  
femmes propriétaires  
conférence sur les  
de marque à la  
des conférenciers  
Peterson, était l'un  
ministre, David  
Le premier



- II a été suggéré de de connect avec pour offrir l'aide pour formation pratiquée pour aider à la préparation d'un centre de formation pour les femmes et les hommes des deux sexes.
- Il a été recommandé de concentrer avec pour aider à la préparation d'un centre de formation pour les hommes et les femmes.
- Le gouvernement a également proposé de créer un centre de formation pour les hommes et les femmes.
- L'obtention d'un diplôme de formation pour les hommes et les femmes sera également proposée.



STRATEGIE

PLAN D'ACT

- 

## I. Les conférences sur les femmes propriétaires d'entreprise

**MINISTÈRE DE L'INDUSTRIE,**

**DU COMMERCE ET**

**DE LA TECHNOLOGIE**



Province de l'Ontario  
Queen's Park  
Toronto (Canada)  
M7A 2E1

En collaboration avec  
la Direction générale de l'Ontario  
condition féminine de l'Ontario

C'est en septembre 1985, à London (Ontario), que le ministre de l'Industrie, du Commerce et de la Technologie a délégué à la Condition féminine, l'honorable Hugh P. O'Neill, et le ministre délégué à la Condition féminine, l'honorable Hugh Ian Scott, ont annoncé le programme pour les femmes propriétaires d'entreprise (FPE) dont la création est le fruit de la collaboration de la Direction des petites entreprises du ministère de l'Industrie, du Commerce et de la Technologie et de la Direction générale de la Condition féminine de l'Ontario.

L'objet de ce programme est de promouvoir la carrière de chef d'entreprise auprès de celles qui cherchent à s'engager dans d'autres professions que celles occupées traditionnellement par les femmes. De septembre 1985 à décembre 1986, cinq grandes conférences et 21 séminaires en soirée se sont tenus en Ontario et ont attiré au total environ 3 500 femmes, quelques 400 d'entre elles ont pris la suite monté leur propre entreprise.





RAPPORT 1986-1987

LES FEMMES  
PROPRETÉS  
D'ENTREPRISE